



Orange County Workforce Investment Board

Marketing Communications Plan

Submitted by Frank Wilson & Associates
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1. Introduction

Orange County, like all of California and the United States, is faced with radical changes in the workplace of the 21st century. No longer are full-time, 40-hours-per-week jobs the standard. Indeed, some experts are predicting that half of the workforce will soon be in so-called nonstandard jobs. Preparing workers for the new styles of earning a living calls for a different type of service delivery—one that coordinates a variety of services to meet job seekers' needs.

Employers are faced with similar challenges in meeting their businesses' needs and those of their employees. The goal of the Orange County Workforce Investment Board to coordinate all services that support the matching of job seekers to jobs is complex. Branding the broad range of services provided to employees and employers through the One Stop System will be the key to reaching customers throughout the employment continuum. Employment development has become a process that workers are likely to engage in many times throughout their careers. The One Stop System must become known both as the place to go to develop the knowledge, skills and attitudes to adapt to the realities of this new world of work, and as a primary resource for employers.

The OCWIB is governed by the Workforce Investment Act of 1998, which provides the framework for the unique employment and training system designed to meet both the needs of employers and job seekers. The mission of OCWIB is to provide an employment and training delivery system that is responsive to the needs of employers and job seekers by establishing public and private partnerships that offer and support high quality programs that address the demands of the local labor market.

The following research report and marketing communications program uncovers a number of issues, challenges, and opportunities presenting themselves to OCWIB and the system of One Stop Job Centers it oversees.

Challenges

Through our discovery process we have uncovered or identified a number of challenges at both the OCWIB level and at the One Stop level. Below is a list of challenges that we will later address in the marketing communications program.

OCWIB Level Challenges

1. The OCWIB has difficulty identifying and recruiting eligible members for its board of directors.
2. There exists a lack of widespread awareness and understanding of the WIB and its function in Orange County.

One Stop Level Challenges

1. One Stop Job Center employer outreach programs are not operating at an optimum level and are falling short of the desired position.
2. Currently there is no comprehensive listing of programs, services and activities offered throughout the One Stop system identifying what is available and at which location the programs and services are offered.
3. Inconsistencies exist in various areas of communications. The name of the One Stops, for instance, varies from location to location. Some use the city in which they are located, some use “Regional” in the name, there is even an inconsistency in the use of a hyphen between the words One and Stop. The following is a listing of the One Stop Centers by name:
 - West Orange County One Stop Center
 - Anaheim Workforce Center
 - Coastal County Regional One-Stop Center
 - Orange County One Stop Center – North
 - Santa Ana W/O/R/K Center
 - Orange County One-Stop Center SouthThe phrase, Orange County Workforce Investment One-Stop System, was also used to identify the One Stops
4. There are inconsistencies in the use of outdoor signage. Guidelines for use of WIB logo, colors, etc. have either not been established or are not being enforced.
5. Materials being distributed at the various One Stop Centers lack a consistent look and vary from location to location in content.
6. While there are similarities in programs offered throughout the One Stop system, guidelines for program administration and content are not consistent.

Opportunities

1. Throughout Orange County there exists a widening skills gap – a disconnect between labor and employers. OCWIB has the opportunity to assist in closing the gap by coming to the aid of workers facing unemployment due to outdated skills. The value OCWIB can add to the labor situation in Orange County could have a positive effect on Orange County's economy in this year's economic slowdown and beyond. It could also offer numerous opportunities for publicity and community recognition of the WIB's activity.
2. The Orange County Business Council has identified clusters that are expected to produce the county's hot jobs for the next few years. Included in the list of growing industries are: Microelectronics, biomedical, advanced instruments and software. Utilizing this market data, OCWIB can focus its attention on these areas, retraining Orange County's experienced workforce to adapt their skills for these markets and also training inexperienced workers making them more marketable.
3. Orange County, geographically, does not have a problem luring companies. The issues surround the available workforce. Questions being asked are, "Will there be sufficient numbers of eligible employees available?" And, "Will they have the skills to do the work?" The OCWIB can help identify, train and ultimately provide a portion of the workforce demanded by new business entering the area.

Entities Competing for Attention

Temp Agencies
Head Hunters
Out Placement Services
Recruitment Agencies
Other WIBs

Work Plan

To accomplish the goals of the Orange County Workforce Investment Board's (OCWIB) Marketing Plan, Frank Wilson & Associates has applied its Precision Point™ Branding process. Outlined in this document are the actual test results along with interpretations, brand identification, positioning and theme statements that were developed from the findings.

Our goal with this project was to determine precisely where the One Stop System's services fit in the minds of both job seekers and employers. As discussed in the marketing plan section of this document, we have taken the benefits most valued by One Stop customers and employers in Orange County and applied them to the marketing communication tactics. The end result is a comprehensive, yearlong marketing communications program that can be implemented immediately upon approval.

As mentioned earlier, we began the OCWIB project with a comprehensive research and analysis phase designed to uncover the information that ultimately forms the foundation of OCWIB's positioning and brand identification. FW&A reviewed literature from each One Stop location; we also reviewed the web site located at www.oc.ca.gov/csa/spd, as well as web sites of companies or agencies offering similar services. A media audit was conducted, which revealed that OCWIB receives very little coverage in Orange County. We also conducted management and staff interviews, which are summarized below.

Management and Staff Interviews

Management and staff interviews were conducted to gather information and insight into the OCWIB program from all perspectives. We spoke with One Stop Center employees from each of the Orange County locations. From our interviews we have compiled the following information and have identified some areas of consensus regarding the issues, needs and desires of the various One Stop Centers.

Programs that are working well

The feedback we received from One Stop employees indicated that the following programs were working well.

1. Customers take advantage of the Career Centers offered at each One Stop. Customers appreciate the access to jobs, EDD, and the on-site recruitment some employers conduct.
2. Computer training courses are typically well received. However, some sites were more successful with their programs than others.
3. Job maintenance programs see a fair share of participation.
4. Welfare-to-Work programs appear to be successful.
5. Youth programs have employee support and feedback we received indicates they are becoming successful throughout the County.
6. Experience Unlimited is recognized by most One Stops as a successful program.
7. Many of the One Stops identified Job Fairs as successful.

Programs not working

1. Many of the One Stops felt their workshops were not well attended.
2. The Senior Aide program lacks unified criteria and is struggling.
3. Employer Outreach was by far the most criticized program with many One Stops claiming that it was unsuccessful, lacked attention, staffing and follow up.

Other feedback we received during our interviews was important and was worth considering for the marketing communications program as well as some policy issues. Some of the general comments included:

Marketing Related Feedback:

- There is a system wide demand for consistent orientation materials
- Likewise, there is a system wide demand for a stand-alone brochure that describes the One Stop programs and services along with a brief description of OCWIB
- Many One Stops indicated a need for consistent promotional material and some cited a lack of promotional materials all together
- There was an overwhelming demand for increased advertising

- Specifically:

PennySaver Advertising
Hispanic TV
Chamber Newsletters
Cable Advertising

- The One Stops would like to see the WIB participating in a speakers bureau
- There is a need for some kind of Video/PowerPoint Presentation for orientation and a consistent sign-in process possibly with swipe cards
- One Stop employees felt that their HR Services were not well publicized
- Most One Stop employees interviewed desired an improved Web site.
- One Stop employees felt they were not well informed about ad campaigns being conducted in Orange County

Policy Related Issues:

- There exists a need for improved customer follow up on classes, training and placement. A tracking system for customers who enroll in workshops and who simply use the Career Center was identified as a much needed system. It was also suggested that this system be linked throughout the One Stop Centers
- While it was not the majority, some One Stops indicated that location or space was an issue
- Most of the One Stops we spoke with were in support of emphasizing similarities in the One Stops system wide
- There exists a need for a centralized Orange County specific job database. This would enable One Stops to enter job availability in their area that is not included in the CalJobs database

Specialized needs:

- Some employees indicated it was “Impossible to live up to 15 performance standards and that accountability issues are too stringent.”
- One location indicated a need for training to handle customers with psychological problems as they encounter a number of customers that are mentally unstable

After we completed our discovery phase, FW&A went on to the *Expressing* element of our program, which included actual testing and results analysis. Results from the *Expressing* phase of the project were used as a foundation for the development of communications strategies. This phase was important as it provided us with the information we needed to ensure that the One Stop System owns the most important position in the mind of target audiences.

Our testing included individuals representing both employers and customers. We tested individuals from various parts of the county and at various job levels. On the employer side, we tested employers from various industries and business sizes.

Once the *Expressing* portion of the Precision Point™ Branding process was complete, we analyzed the results, determined the attributes and personalities of OCWIB and the One Stops, and identified the core value statement that creates the heart of the One Stop System brand. We then took that core value statement and developed both a positioning statement and a campaign theme.

The following table outlines the benefits tested and the statements created to test them.
(Examples of the actual benefit boards tested are included in a separate file.)

OCWIB Marketing Plan OCWIB Benefit Boards

1. Understands needs of the Area	They understand the specific needs of local businesses. This allows them to customize programs that best serve their communities.
2. Centralized service	They offer a single location where job seekers receive all services they need to find employment.
3. Provides training	They teach job skills that make people marketable as employees.
4. Easy access to public assistance	Partnerships with a variety of public and private agencies enable them to offer EDD and public assistance services all in one place.
5. Comprehensive job database	They provide a comprehensive job-listing database that enables job seekers to easily find job opportunities both locally and countywide.
6. Employer access to workforce	They provide access to an available, prescreened workforce; reducing the time it takes for companies to hire new employees.
7. Quality customer service	Their customer service representatives effectively assess needs of job seekers to quickly place them in new jobs.
8. Conveniently located	They are conveniently located and easy to find so companies and job seekers can access the programs and services they offer.
9. Ease layoff stress	They assist employers who are anticipating layoffs. They can help ensure that workers make a smooth transition to new employment.
10. Labor market information	They offer current labor market information that allows employers to make better hiring decisions.
11. Actively seek open positions	They routinely contact local employers to acquire current job listings enabling them to maintain a comprehensive list of available jobs.
12. Prescreen each candidate	They offer prescreening services for employers looking to hire. This saves employers a significant amount time.
13. Keep customers informed	They keep job seekers informed of upcoming job fairs so they can prepare themselves to meet with potential employers.
14. Access to essential business equipment	They offer job seekers access to essential business equipment. (fax, phones, computers) This allows job seekers to more effectively search for a job.
15. Prepare customers for employment	They offer workshops to enhance interviewing and resume writing skills, better preparing job seekers for employment.
16. Employee recruiting	They are a single source for businesses that are recruiting employees at all levels. This reduces recruitment cost, time and effort.
17. Comfortable environment	They provide comfortable, convenient locations.

18. On the job training	They offer employers financial incentives to provide On-the-Job training (OJT). OJT increases the skill level of the employees, keeping employers competitive.
19. Financial incentives	They offer employers information on tax credits and reimbursement that can help employers save money.
20. Competent administration	They help entry-level job seekers find jobs and this helps to keep Orange County unemployment levels low.
21. Knowledgeable business resources	Their Board Members are knowledgeable about trends affecting employment in the region. This makes them a key resource for businesses.
22. Desirable position	The organization is influential and a position on their Board of Directors is sought after by business leaders in Orange County. .
23. Well respected leadership	Their Board of Directors are respected and recognized within their industries so their opinions are important to county business and government leaders. (?)
24. Active business organization	They are actively involved with business organizations in their areas. This enables them to stay informed about the needs of the local business community.
25. Free service	Their programs and services are free to businesses and job seekers alike. This reduces recruitment costs and allows easy access to all services.
26. Specialized recruiting	They offer national recruiting for difficult-to-fill positions allowing employers to choose from a broad pool of candidates.
27. Support services	They offer support services to meet the job seeker's basic needs, removing barriers to employment.
28. Youth programs	They provide career training for teenagers and young adults helping to create an educated, highly skilled future workforce.
29. Orientation meetings	Their orientation meetings inform and quickly introduce job seekers to available services and equipment so they can start job searches or training immediately.
30. Maintaining jobs workshops	To ensure success, they follow-up with newly placed employees offering additional training and other services if needed.
31. Convenient hours	They are open during regular businesses hours to make sure all job seekers and businesses have access to their services.

Upon completion of the benefit testing, we tabulated our results and came out with the following findings. The boards are listed in order from most important to least important and are divided into responses from customers and employers. There are some interesting differences in benefit importance between customers and employers that we will discuss further into this report.

Customers

Rank	Board Number
1	15
2	11
3	16
4	3
5	8
6	14
7	25
8	5
9	24
10	28
11	31
12	13
13	7
14	4
15	29
16	20
17	9
18	12
19	6
20	27
21	21
22	26
23	17
24	18
25	10
26	1
27	22
28	30
29	2
30	23
31	19

Employers

Rank	Board Number
1	5
2	25
3	16
4	11
5	6
6	2
7	15
8	12
9	14
10	1
11	8
12	4
13	20
14	28
15	13
16	24
17	10
18	29
19	30
20	27
21	3
22	9
23	26
24	31
25	18
26	7
27	19
28	17
29	21
30	22
31	23

From our results, we have separated the top ten benefits into categories including winning benefit, supporting benefits and message points. The winning benefit is to be used as the basis for developing promotional materials along with the supporting benefits identified as highly important by the two groups tested. The benefits falling into the message points category are used as content in brochures, web site, and other information. Below each benefit is a list of comments made by benefit testing participants.

Employers

Winning Benefit

Board #5 - They provide a comprehensive job-listing database that enables job seekers to easily find job opportunities both locally and countywide

- They are a very good at networking and informing us of upcoming layoffs at other companies.
- Having a single source for workers to locate positions will make the job search that much easier.

Support Benefits

Board #25 - Their programs and services are free to businesses and job seekers alike. This reduces recruitment costs and allows easy access to all services.

- Free! The most important word in the English language.
- This service is not a financial burden.
- This is one of my favorites. This really keeps my expenses low.
- Free is a very important word.
- You can't beat a service that is free.
- This message is very straightforward in its benefit.
- FREE!

Board #16 - They are a single source for businesses that are recruiting employees at all levels. This reduces recruitment cost, time and effort

- Anything to reduce time and cost is extremely useful.
- They know what type of candidate we are looking for.
- This has been very helpful. It has helped me become successful in this position.
- Saving time and money are big issues. This is a definite benefit to my company and me.
- I'd love to have more time for other projects.
- Employers are always looking to reduce recruiting time and cost.
- The single source is very important

Board #11 - They routinely contact local employers to acquire current job listings enabling them to maintain a comprehensive list of available jobs.

- Keeps the lists of employers and job seekers more current and up to date.
- They do a great job keeping in contact with us.
- They often post our listings on CalJobs right away.
- They keep in good contact to see if there are any vacant positions on the horizon.
- They will refer people to our classes for increased training and we refer graduates to the Santa Ana Center.

Message Points

Board #6 - They provide access to an available, prescreened workforce; reducing the time it takes for companies to hire new employees.

- Anything that reduces the time involved in recruiting is beneficial.
- They are really good about their prescreening efforts.
- It is good to know that they can always help to find what I am looking for.
- They do know who would best fit my staffing needs.

Board #2 - They offer a single location where job seekers receive all services they need to find employment.

- I am impressed with their locations.
- It makes it easy to get everything done in one place.

Board #15 - They offer workshops to enhance interviewing and resume writing skills, better preparing job seekers for employment.

- Better prepared candidates tend to have better interviews.
- That makes my job a little easier. It saves time when people are better prepared for interviews.

Board #12 - They offer prescreening services for employers looking to hire. This saves employers a significant amount time.

- The most important element for me is saving time for myself and recruiting costs for my employer.
- I call and tell them what I am looking for and they prescreen any candidates that are available.
- If I have a need, I can call them and have them produce the best candidates. They can often match what I am looking for.
- The prescreening process provides me with more suitable candidates.

Board #14 - They offer job seekers access to essential business equipment. (fax, phones, computers) This allows job seekers to more effectively search for a job.

- Easy access is good for those who don't have a computer to search the internet for jobs.
- This is a cool service. Everything is on site for the job seekers.
- This makes it easy for job seekers to get in contact with me when I have available positions.

Board #1 - They understand the specific needs of local businesses. This allows them to customize programs that best serve their communities.

- I'm not too sure if they are accomplishing this or not, but it does sound effective.
- This helps determine what person is fit for certain positions.
- They know the area and are always in contact with me.
- They know what I am looking for.

Customers

Winning Benefit

Board #15 - They offer workshops to enhance interviewing and resume writing skills, better preparing job seekers for employment.

- This is a great benefit because interviews can be hard. Practice makes perfect.
- This makes the interviewing process much easier.
- This helps make you more marketable as a potential employee.

Support Benefits

Board #11 - They routinely contact local employers to acquire current job listings enabling them to maintain a comprehensive list of available jobs.

- They'll have the most up to date list. It's like having a head start.
- They are constantly looking to fill positions.
- Up to date job listings are very beneficial.
- This is very comprehensive.
- It's good they continue to look for jobs and not just wait for jobs to come to them.

Board #16 - They are a single source for businesses that are recruiting employees at all levels. This reduces recruitment cost, time and effort.

- It is good that employers can go to one location to find my resume.
- They are always looking for the right person for the job.

Board #3 - They teach job skills that make people marketable as employees.

- Training will make people better employees and better qualified for more positions.
- Training workers is very important. People may not find the skills they need elsewhere.
- This is true for entry-level or younger workers who just don't have the needed skills.

Message Points

Board #8 - They are conveniently located and easy to find so companies and job seekers can access the programs and services they offer.

- This is good. It is easy to find and use the services.
- This makes life easier when you look for work.

Board #14 - They offer job seekers access to essential business equipment. (fax, phones, computers) This allows job seekers to more effectively search for a job.

- This helps people who don't have a computer or fax at their house.
- I know they offer these services and they are definitely necessary to most people.
- Some people can't afford to have these things at home. This makes their life a little easier.

Board #25 - Their programs and services are free to businesses and job seekers alike. This reduces recruitment costs and allows easy access to all services.

- You can't beat free services.
- Free is the operative word.
- Most people that are out of work can't pay for these types of services.
- Free is the most important word in the English language.

Board #5 - They provide a comprehensive job-listing database that enables job seekers to easily find job opportunities both locally and countywide.

- This information sounds good to me.
- They know where the jobs are, that will really help the job seekers.
- This provides a wide range of job opportunities.
- They show a good local presence. The database should be easy to access.

Board #24 - They are actively involved with business organizations in their areas. This enables them to stay informed about the needs of the local business community.

- They keep involved in their communities to keep people employed.
- This helps build a sense of community awareness.
- How else can you find out about jobs in the community?
- They know what is going on out there.

Board #28 - They provide career training for teenagers and young adults helping to create an educated, highly skilled future workforce.

- I like the idea of career training for youth.
- This might be good for some of the youth, but I think that you learn better in work situations.

Based on the findings, we have developed what we call a brand triangle. This tool is used to identify the personalities and attributes of the OCWIB brand along with the core value it provides. From this triangle we went on to develop the positioning statement and theme for the marketing communications program.

Position Statement

OCWIB is the Knowledgeable Resource for Employing Orange County

Campaign Themes

Employers – OCWIB/One Stops provide employers access to the qualified, eligible Orange County workforce.

- Have insight into workforce availability and local market trends
- Offer cost effective recruitment services

Customers – OCWIB/One Stops develop customers to meet current Orange County workforce demands.

- Have comprehensive knowledge of Orange County job availability
- Understand market trends to prepare individuals for employment

Brand Triangle

Personality

Informed
Resourceful
Knowledgeable
Helpful

Attributes

Comprehensive
Cost Effective
Useful
Convenient



Core Value

Brings Orange County's workforce and employers together
Provides individualized assistance
A comprehensive, single source for employment in Orange County

Marketing Plan

Connecting—The marketing plan element of the Precision Point™ Branding process identifies the goals, objectives, strategies and tactics that will best communicate the benefits of OCWIB and the One Stop System to customers. It embraces a broad array of media and incorporates a number of marketing communications disciplines. The plan utilizes the key messages developed in the *Expressing* phase. Also included is an estimated cost for each element of the plan.

Goal

- Generate widespread awareness of and support for OCWIB and its One Stop Job Centers

Strategy

- Create a groundswell of interest and participation in the One Stop programs and services
- Develop active community and employer support
- Position OCWIB as the authority on labor issues in Orange County and as an effective, responsible, business savvy agency

Objectives

- Promote OCWIB as a powerful organization in the area of business development and labor issues
- Use existing partnerships, and create new strategic alliances to facilitate understanding of OCWIB structure, funding sources and services offered
- Promote board member accomplishments to establish them as prestigious leaders in the business community
- Establish Orange County One Stop Centers as *the* source for finding employment in Orange County
- Establish a marketing communication Task Force made up of One Stop employees
- Integrate the awareness program elements with those of the current OCWIB programs

Target Audiences

1. Job Seekers, including dislocated workers
2. Employers in Orange County
3. Elected Officials
 - Especially Orange County Supervisors
4. Business Leaders
5. Employed Individuals
6. Community-at-Large
7. Media

Message Points

1. One Stops provide a comprehensive Orange County job-listing database that enables job seekers to easily find job opportunities both locally and countywide
2. One Stops enhance the skills of Orange County's workforce to meet the demands of employers
3. OCWIB programs and services are free to businesses and job seekers alike, reducing recruitment costs and allowing easy access to all services
4. One Stops are the single source for businesses recruiting employees at any level

Tactics

Media Relations

FW&A will develop a program to garner media attention for OCWIB and the One Stops from the media through a consistent, proactive, comprehensive media outreach campaign. The team will determine how information can best be disseminated to the media and will develop the tools needed to implement the media relations effort.

Goals of the media relations program are as follows:

- Develop a proactive communications structure
- Create ongoing communications programs and build partnerships with specific media serving specific audience groups
- Create a two-way flow of information so that issues can be addressed quickly and accurately
- Use local and regional news media to raise awareness about OCWIB with local audiences
- Educate specific audiences about the benefits OCWIB provides

- Recognize key individuals for their contribution to OCWIB (namely, the board of director members)
- Support other elements of the program

The media serves as a valuable communication tool if used effectively. Because news stories and editorial treatments are considered by most readers to be objective third-party opinions, the credibility of news stories is understandably high. Additionally, the media provides an opportunity to move our messages to the widest public audience

How the media treats OCWIB will have great impact on its future and its ability to expand its services and increase awareness throughout Orange County.

The program will include the following activities:

Research Media

- Research media needs, history, interests
- Identify media opportunities – Local and regional media, and select trade publications, etc.
- Develop newsworthy story angles for various media audiences
- Time media pitches to coincide with external drivers – publication of studies, emerging trends, developments within cities served, etc.

Press Kit Development

Develop a comprehensive press kit for use in the media outreach.

- Bios on key individuals
- Fact Sheet on OCWIB
- Fact Sheet on One Stops
- Background on OCWIB

Target Media

- Local and Regional Newspapers
- Consumer Media – general interest publications
- Other publications as deemed appropriate including:
 - Azteca News
 - The City Line
 - Computing in Science & Engineering
 - Daily Pilot
 - e-learning
 - Excelsior
 - Huntington Beach/Fountain Valley Independent

Irvine World News
 Korea Central Daily
 Los Angeles Times – Orange County Edition
 Miniondas
 The Mission News Group
 Nguoi Viet Daily News
 O C Family
 O C METRO Magazine
 Orange Coast Magazine
 Orange County News
 The Orange County Register
 Orange County Register Community Newspaper- South
 Orange County Register Community Newspaper - West
 Orange County Register Community Newspaper - North
 Orange County Register Community Newspaper - Central
 South Coast Magazine
 Sun Post News
 Viet Bao Newspaper
 Westminster Herald
 Westminster Journal
 Workforce

Manage Media Relations

- Seek feature coverage in local newspapers
- Prepare, distribute and follow up on press releases announcing new programs and services, accomplishments, etc.
- Stay tuned in to targets of opportunity in the popular press
- Insure a timely response and follow up to media opportunities and requests
- Develop communications tools necessary to reach media and consumer audiences

Tactical elements will include:

Key Milestone Media Briefings: We may want to bring in the media in for periodic updates to meet informally and encourage questions.

Ethnic Media: We propose the adaptation and distribution of press materials for publications and radio stations covering various ethnic populations within the service areas.

Outreach to non-traditional media: The public no longer gets all of its news from the pages of a daily newspaper, on a television screen or via drive-time radio. Information sources as diverse as community newsletters, municipal publications, the Internet and cable-access programs all compete as news providers. The

project team plans an aggressive outreach to these varied media outlets – widening the reach of OCWIB and reducing the cost associated with blanket mailings or other approaches.

Press releases: FW&A would write and distribute press releases on a periodic basis to continually feed information to the media on OCWIB milestones.

Media Training: A key concept behind FW&A's media training program is that merely "having a message" is no longer enough in today's cluttered media environment. The key to successfully communicating with the media or any group is to develop messages that are consistent, compelling and can be implemented through a variety of channels. It does an organization little good to have polished media relations personnel if problems in the community get to the press through other channels.

Media Policy: Policies and procedures for handling day-to-day media queries would be developed if they do not already exist. This critical component of the plan is necessary to avoid problems created when reporters talk with individuals who are not trained, not informed, or otherwise ill prepared to deal with the press. The policy would be distributed to all appropriate personnel within each agency who would likely receive such calls.

Promotional Support for Sponsorships/Community Involvement: FW&A will seek out and support events including Job Fairs, job related sponsorship opportunities and community events to generate awareness of OCWIB.

Internet

FW&A conducted a review of the existing OCWIB web site and observed the following:

Web site review

There are a number of issues that we identified during our review of the OCWIB web site. While the web site is informative, its functionality and content could be improved. For instance, improving navigation would eliminate the need to scroll for information; improving the technical layout of the page would eliminate printing difficulty (e.g. repeatedly printing the navigation bar on every page). As far as content, OCWIB would be better served to qualify their viewers early on to avoid providing information that is either not applicable, or even inappropriate for the customer.

San Diego

We reviewed the San Diego WIB site for comparison. The San Diego site is well designed, applying consistent graphic elements throughout. All topics are listed with links, eliminating the need for scrolling through pages of information. There are plenty of options for getting in contact with a One Stop center from San Diego. In addition to programs and services, the site features success stories from

applicants along with the Board functions and members. Their web address, www.workforce.org, is easily remembered.

The OCWIB Web site should provide the organization with an interactive Internet presence that serves as a focal point for the public information and outreach program and provides interested parties with an opportunity to seek information about OCWIB, employment, labor trends, etc.

Based on our observations, FW&A recommends that we develop an entirely new web site for OCWIB that reflects the newly identified brand and image with opportunities for customization by the individual One Stops.

Collateral Material Development

FW&A offers a full range of collateral development services including design, copywriting, printing and distribution. In addition, all collateral materials will be adapted for use on the Web, through PDF documents. Coordination of design for all materials will be necessary to achieve a uniform, identifiable “family” look for the project.

Brochure – FW&A will design and provide copywriting for an OCWIB brochure that can be used as a stand-alone piece. It will present information about the One Stops, programs and services offered, and give some background information on OCWIB. The brochure will reflect the overall image and campaign theme developed and applied to all communication materials.

Presentation Folders – FW&A will design a presentation folder that accurately reflects OCWIB’s brand. The presentation folders will further the effort to provide a consistent look for the One Stops.

Fact Sheets – FW&A will develop two fact sheets, one providing information on customer services and one for employer services. These fact sheets will only reflect the most commonly used programs and will provide a brief description of the programs offered. Specialized services for the working poor, homeless, and senior populations will be created separately as they do not necessarily apply to the average customer.

Quarterly Report – A quarterly report (stakeholder newsletter) will be developed and distributed to the Orange County Supervisors, business and community leaders, and elected officials. The newsletter will be a primary medium for keeping interested parties apprised of the progress, programs and services offered by OCWIB. It is also recommended that OCWIB seek to get the quarterly report

on the Board of Supervisors' agenda for consideration. This would elevate the Supervisors' level of awareness regarding OCWIB and would allow OCWIB board members the opportunity to comment to the Board of Supervisors.

Annual Report – An annual report will be generated to provide a comprehensive look at the progress OCWIB has made over the year. The report will be distributed to the Orange County Supervisors, business and community leaders, and elected officials.

Orientation Presentation – An orientation presentation will be created that can be customized to meet the specific needs of the particular One Stop where it will be used. The purpose for developing an orientation presentation is to maintain consistency in the way in which individuals are introduced to the One Stop program. Most One Stops currently lack information about OCWIB, which is necessary to elevating the presence of the agency. While it will not take the focus of the presentation, it will be included as reference information.

Flyer Template

A flyer template will be produced and used for flyer development at the One Stops. To maintain the integrity of the handout materials and to stay consistent with the OCWIB brand, we feel it is necessary to maintain some control over the look of all materials being distributed at the One Stops. The template will not restrict the type of information being distributed, but will allow the OCWIB to maintain some control over the brand image. It will also provide for a professional look and feel to the collateral materials.

Employer Outreach Direct Response Program

FW&A recommends that a direct mail program be implemented to reach out to employers in Orange County. Outreach efforts to date have been limited and have received low response. They have been difficult to maintain and staff is being stretched to try and implement any consistent effort. With a direct mail campaign, the One Stops would only be responsible for responding to requests and FW&A could assist with fulfillment of information and tracking. A direct mail program would help to generate employer awareness of OCWIB programs and services, the One Stops and the human resource service the agency can provide. FW&A will be responsible for program design, creative, execution, and tracking.

Communications Task Force/Committee

A Communications Task Force will be instrumental in helping to communicate OCWIB's marketing communications activities to employees at the various One Stops. Being prepared to respond to inquiries that are based on current advertising or direct mail programs is crucial to their success. It also supports the position of the WIB as informed and knowledgeable. The Communication Task Force would be required to meet at least

monthly as a group. FW&A along with a member of the OCWIB staff, would review current programs and update task force members of future activities. Any questions or concerns regarding proposed programs could be handled during this meeting.

Speakers Bureau

The OCWIB speakers bureau will be managed by FW&A and we propose that OCWIB members and One Stop personnel staff it jointly. In some cases, a particular staff person may be identified as the best person for a presentation. The speakers bureau program will include:

- Creation of a presentation, including use of an appropriate OCWIB video or PowerPoint
- Training for all speakers bureau participants
- A scheduling and follow-up protocol for each engagement
- Active solicitation of speaking engagements
- Appropriate follow up as needed for each engagement

A speakers bureau is an effective way to “grow” the network of organizations with which OCWIB will maintain communication throughout the service areas.

Advertising

A multi-format advertising campaign is recommended including print advertising in local and regional newspapers and business publications, outdoor advertising, cable and radio spots. Due to the multicultural nature of Orange County, Hispanic and Vietnamese advertising are included in the program.

- The recommended ad schedule is included in a separate document.

Administrative Recommendations

- Recommend central job bank for local opportunities that would augment the existing CalJobs System
- Develop and maintain a countywide tracking system to determine level of service provided above and beyond what is counted by the federal government
- Conduct a thorough evaluation of the process by which board members are selected and develop a system with specific criteria for appointment that goes beyond the basic requirements. Candidates for the board should be interviewed and carefully selected. The WIB staff should assist Supervisors in screening applicants. Once new members are appointed, FW&A could publicize the appointment, which would help to raise awareness in the

business community about OCWIB. Board members should participate as speakers in the speakers bureau program. This would elevate them into a position of authority and offer further opportunities for promotion of the WIB.

Program Management

FW&A's method for successfully implementing the program elements centers on building an achievable work plan, schedule, budget and carefully managing them with proven quality and project management tools. Our project management system will be used to control creative, production and outreach activities and to ensure timely communication with OCWIB.

For the OCWIB project, FW&A plans to work from a conveniently located office in Laguna Hills. The Project Director, Anne Warde, is a well established and respected professional in the field of marketing communications.

Our Project Director will be responsible for the following tasks and functions:

- 1) Implement and manage the marketing communications program designed to meet OCWIB's public relations and marketing needs and budgetary limitations.
- 2) Schedule meetings with OCWIB management at such times and places with such persons as needed.
- 3) Assist OCWIB management on public relations and marketing matters related to the agency, its programs and services
- 4) Check and follow-up all placements, projects and copy for workmanship, accuracy, placement, etc.
- 5) Make timely payments to all persons or firms supplying goods and services in connection with the public relations program.
- 6) Generate monthly reports reflecting project status and progress.
- 7) Collect, organize and bill for the client's account and maintain accurate books and records in this regard.
- 8) Update marketing communications plan on a quarterly basis and adjust after the rollout of key elements.

Program Evaluation Methodology

Finally, the Marketing Plan will include a method of measuring the success of the program's implementation. After discussions with OCWIB, criteria for measuring the plan's success will be established, and a methodology will be put in place to ensure that we secure a pre-implementation baseline against which post-implementation measurements can be made. We believe the most effective measure will be participation in the One Stop Centers' services by job seekers, utilization of One Stop

Center services by employers, and through evaluation devices that FW&A will develop to elicit information from participants. In addition, we will monitor media coverage to document any public relations efforts.

This budget reflects the cost for a comprehensive marketing communications program. All of the figures below are merely estimates based on an initial assessment of needs. Actual costs could change due to varying specifications and OCWIB requirements. Cost for advertising campaigns could vary significantly depending on final decisions. This budget is presented as a “Best Case Scenario” and should be used for discussion.

ORANGE COUNTY WORKFORCE INVESTMENT BOARD
MARKETING COMMUNICATIONS PROGRAM
ESTIMATED BUDGET

Scope of Work	Cost
Media Relations	\$39,000
Press Kit Development	\$2,500
Marketing Management	\$18,000
Web site design and development	\$50,000
Collateral Material Development Brochure Presentation Folders Fact Sheets Quarterly Report Annual Report Orientation Presentation Flyer Template Employer Outreach Direct Response Program ***Printing quotes are not included***	\$94,250
Speakers Bureau	\$39,000
Advertising Cable Print Radio Web Outdoor (Bus Shelters)	\$533,422
Program Management	\$12,000
Total Estimated Annual Budget	\$788,172